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RECRUITER

The United States Army Recruiting Command



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Checking your back-to-school list

by John Jenkins

Are you really ready for your schools to begin the 1998-99 school year?
Read the following to review your new school-year readiness status. Have you:

- Reviewed your 1998-99 School Plan?
- Initiated school folders for assigned high schools and colleges?
- Contacted your summer grads?
- Obtained faculty lists from your assigned schools?
- Talked to the battalion staff about expected support?
- Identified and met counseling staff at your schools?
- Identified and met your local college CONAP point of contact?
- Scheduled a faculty COI breakfast or luncheon?
- Attended some of the summer school activities?
- Received training on ASVAB promotion and interpretation?
- Scheduled Army assigned schools for ASVAB?
- Restocked your RPI racks at high schools and colleges?
- Talked with your local Parent/Teacher/Student Association (PTSA)?
- Offered your assistance to your schools as a mentor, speaker, et cetera?

As an Army recruiter, there's not a single thing on the above list that is not a part of your having a successful school program. These are the basics, the obvious, the originals, the stuff you do without thinking.

Stop for a minute and see if maybe you could do them just a little better, a little more completely, or even a little more creatively. You never know, even the basics can be improved with a fresh innovative look.



Working your school program will help you
make it happen!

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ON THE COVER

Back to School —
 (Cover design by
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MG Evan R. Gaddis

Major General Evan R. Gaddis was commissioned in the Field Artillery through the Officer Candidate School at Fort Sill, Oklahoma, in 1968. His initial assignments include forward observer and fire direction officer with the 6th Battalion, 33d Field Artillery in the Republic of Vietnam. Command assignments include: Headquarters Company, U.S. Army Garrison, Fort MacArthur, California; Battery A, 6th Battalion, 37th Field Artillery, the Republic of Korea; Recruiting Area Commander, San Diego, California; 5th Battalion, 15th Field Artillery, Fort Ord, California; and 10th Mountain Division Artillery, Fort Drum, New York.

Major General Gaddis' staff assignments include: Aide-de-camp to Commanding General, I Corps, ROK/US GP, Korea; Battalion Operations Officer of the 2d and 3d Battalions, 18th Field Artillery, Fort Sill, Oklahoma; Operations Officer of VII Corps Artillery, Federal Republic of Germany; Assistant Fire Support Coordinator and Force Integration Officer for the 7th Infantry Division; Chief, Army Protocol, Office of the Chief of Staff; Senior Joint Exercise Planner, the Joint Staff; and Executive Assistant to the Director, Joint Staff/Executive Assistant to the Chief of Staff of the Army, General Gordon R. Sullivan.

Major General Gaddis served as the Assistant Division Commander (Support) for the 25th Infantry Division (Light) from August 1995 to October 1996 at which time he became the Commander, U.S. Army Community and Family Support Center, Alexandria, Virginia. He became Commander, U.S. Army Recruiting Command in July 1998.

Major General Gaddis holds a Bachelor of Science Degree in Business Administration from



Cameron University and a Master of Business Administration Degree from the National University in San Diego, California. He is also a graduate of the Field Artillery Officer Basic and Advanced Courses, the Airborne and Ranger Courses, the Army Command and General Staff College and the National War College.

Major General Gaddis' awards and decorations include the Defense Superior Service Medal, the Legion of Merit with four Oak Leaf Clusters, the Bronze Star with "V" device, the Purple Heart, and the Meritorious Service Medal with four Oak Leaf Clusters.

Major General Gaddis is married to the former Bonnita Burgess of Fort Supply, Oklahoma. They have two children, Brent and Renee.

As of July 1998 🏆

BG Billy R. Cooper

Brigadier General Billy Roy Cooper holds a Bachelor of Science degree in Education Administration from Cameron University, Lawton, Oklahoma, and a Master's degree in Education Administration from Georgia State University, Atlanta, Georgia. He is a Dallas, Texas, native.

He was commissioned a second lieutenant on graduation from Officer Candidate School in December 1968 and was assigned as Training Officer, 1st Basic Training Brigade, Fort Lewis, Washington. In 1969, he was assigned as Forward Observer and later Executive Officer, Battery A, 1st Battalion, 21st Artillery, 1st Cavalry Division in Vietnam.

His other assignments include Artillery Tactics Instructor, U.S. Army Field Artillery School, Fort Sill, Oklahoma; Adjutant and later Commander, Battery C, 1st Battalion, 22d Artillery, 1st Armored Division; and Deputy Installation Coordinator, 1st Armored Division, Germany. He completed the Field Artillery Officer Advanced Course, Fort Sill, and later served as Assistant Professor of Military Science, Albany State College, Albany, Georgia. He served as Field Artillery Staff Officer, Staff and Faculty Battalion, and was then assigned to Operations, 214th Field Artillery, Fort Sill. He served as Research and Development Coordinator, U.S. Army Material Systems Analysis Activity, Aberdeen Proving Ground, and Commander, 2d Battalion, 1st Field Artillery, 1st Armored Division, Germany.

After graduation from the National War College, he was Senior Operations Officer and later Assistant Deputy Director for Operations, National Military Command Center, the Joint Staff, Washington, D.C. Returning to Fort Sill, he served as the Training and Doctrine Command Systems Manager for Fire Support Command, Control and Communications Systems and later commanded the 214th Field Artillery Brigade, III Corps Artillery. He next served as



Chief, Fire Support Division and Assistant Director of Requirements, Office of the Deputy Chief of Staff for Operations — Force Development, Washington, D.C. He was promoted to brigadier general on November 1, 1996. He became Director, Joint Rear Area Coordinator, U.S. Central Command, MacDill Air Force Base, Tampa, Florida, in March 1997. He assumed his present position on July 13, 1998.

His awards and decorations include: Legion of Merit with one Oak Leaf Cluster, Bronze Star Medal, Defense Meritorious Service Medal, Meritorious Service Medal with three Oak Leaf Clusters, Joint Staff Commendation Medal, Air Medals, Army Commendation Medal with one Oak Leaf Cluster, Army Achievement Medal, Joint Chiefs of Staff Identification Badge, and the Army Staff Identification Badge.

Brigadier General Cooper is married to the former Dorothy Bayson. They have two daughters, Charlyn and Karen, and one granddaughter, Adrianna.

As of July 1998

Army Values: Respect

The following essay continues our series on Army values; the next topic is Selfless Service. Essays for the October issue (Honor) should be sent to the Recruiter Journal editor by Sept. 1, 1998 – fax 502-626-0924, cc:Mail to Welker, Kathleen or e-mail to welkerk@usarec.army.mil.

Respect for the Flag

*by Gary Bloomfield, Kansas City
A&PA*

Respect for the flag was always a requirement for me, growing up an Army brat. My father was a sergeant major and made it a point to take me with him to Veterans Day parades and Memorial Day ceremonies. And whenever they played the National Anthem I knew automatically to take my ballcap off, place my hand on my heart, and stand still. Any deviation was met by a disapproving stare from him.

As a young boy I wasn't real sure why it was so important to respect the flag – especially since I noticed others moving around or talking – but I learned early not to second-guess a sergeant major, even if he was my father.

To play it safe, when we watched baseball's game of the week on TV every Saturday during the summer I would always stand up right there in the living room when they played the National Anthem. Dad chuckled but didn't budge from his easy chair while I stood there, rock solid. I never asked why he didn't stand also, and he never said I could do anything but.



I too would end up serving in the Army, as one of the last to be drafted. One special moment was after Basic Training when I returned home on leave in uniform. It was late afternoon and Dad met me at the airport in his greens. Instead of the firm handshake and bear hug I was expecting, he walked right up to me, stopped at attention and saluted me.

We drove back to post just as they were retiring the colors. We noticed some people scrambling to get inside somewhere, but we both got out of the car and saluted while the cannon was fired, a bugler played "Taps," and two MPs lowered and folded the flag.

When we got back in the car I glanced over and noticed a tear trickle down his cheek. He didn't try to hide it but I didn't dare ask.

My dad had fought in the Korean War and spent three tours in Vietnam, but he never talked much about his experiences except to say that life's greatest tragedy is when a mother has to bury her son. That's all I knew about his feelings toward combat.

Years later I joined the staff of Veterans of Foreign Wars magazine. More than two million strong, the VFW bleeds red, white, and blue. At every meeting the American flag is prominently displayed and all attendees dutifully stand and pledge their allegiance. At larger conventions, the National Anthem is played, and from the beginning to the end of that song, more than a thousand veterans are standing at attention, rock solid.

Over the years that I spent with the VFW I noticed many combat-hardened veterans wipe their eyes at the end of the National Anthem. To them it was more than just a reaffirmation of their patriotism. It was certainly more than just a song. To them it was a tribute to those who fell beside them, at Normandy, the Chosun Reservoir, or Khe Sahn.

Even today, more than 50 years later, these American heroes still haven't forgotten their buddies who made the ultimate sacrifice and the National Anthem emphasizes what they were fighting for.

And for 10 years – since his last tour in Vietnam and until his death – every time my father heard "Taps" or the National Anthem he recalled flag-draped coffins and rifle volleys...and heart-broken mothers who had to bury their sons.

Now, every time I pay my respects to our national symbols, I too get a little teary-eyed, and I don't care if anybody notices, or if they think I'm being silly, because I'm not the only one. Somewhere in that crowd is someone else standing rock solid and remembering their father or their brother or their son...all of them fallen American heroes.

And as long as there are sentimental old fools like me who won't forget our men and women in uniform, their legacy will live on, and patriotism will never go out of style.

Change of Command

The USAREC change of command was held on July 23 at Fort Knox. MG Evan R. Gaddis took command from retiring MG Mark R. Hamilton in a ceremony held in front of the General Maxwell R. Thurman Center for Recruiting Excellence (USAREC headquarters building).

6th Brigade lawyer selected for ABA award

The Judge Advocate General, MG Walter B. Huffman, has announced that MAJ Dinah Kirk, US Army Recruiting Command's 6th Brigade judge advocate, has been selected as this year's recipient of the American Bar Association's Outstanding Young Military Service Lawyer Award.

It is great to see the qualifications and contributions of our outstanding legal personnel publicly recognized. MAJ Kirk will be presented the award and formally recognized at the annual ABA convention later this summer.

Congratulations, MAJ Kirk!

Five soldiers participate in 1998 Goodwill Games

The 1998 Goodwill Games were held in New York City Jul 19 - Aug 2. The following Army participants were:

SPC Dawn Burrell, long jump. (She is the sister of Leroy Burrell, 100-meter world record holder Olympian in 1990 [he beat Michael Johnson] and 1994).

2LT Dan Browne - middle distance runner (Browne is a West Point graduate, 1998 USA Track & Field Indoor National Champion - 3,000 meters, and 1998 USA Track & Field Outdoor National Champion - 10,000 meters.)

Boxing - Madison Square Garden: SPC John Medina - flyweight/112 lbs: nationally ranked #2; SGT Olanda Anderson - lightweight/178 lbs: nationally ranked #1; and SPC Stanley McClain - heavyweight/201 lbs: nationally ranked #2.

(Results of the Goodwill Games were not available at press time.)

New SecArmy sworn in

Secretary Louis Caldera became the 17th Secretary of the Army on July 2, 1998, after nomination to that post by President Clinton and confirmation by the United States Senate.

As Secretary of the Army, Mr. Caldera has statutory responsibility for all matters relating to Army manpower, personnel, reserve affairs, installations, environmental issues, weapons systems and equipment acquisition, communications, and financial management. Secretary Caldera is responsible for the department's annual budget of nearly \$60 billion. The Secretary leads a work force of just over one million active duty, National Guard and Army Reserve soldiers and 270,000 civilian employees, and has stewardship over 25 million acres of land.

Secretary Caldera previously served as Managing Director and Chief Operating Officer for the Corporation for National Service. A federal grant-making agency headquartered in Washington, DC, the Corporation provides opportunities for Americans of all ages to engage in service and address the nation's educational, public safety, environmental and human needs.

Before coming to Washington, Mr. Caldera served for five years in the California legislature, where he represented the nearly 400,000 residents of the 46th Assembly District, located in the downtown Los Angeles area. He served as Chair of the Assembly's Banking & Finance Committee, Revenue & Taxation Committee, and Budget Committee. He also served as a member of the Intergovernmental Policy Advisory Committee to the U.S. Trade Representative.

Secretary Caldera began his public service career as an Army officer and as a lawyer. After graduating from West Point, he served as a commissioned officer in the U.S. Army from 1978 to 1983. He rose to the rank of Captain and was awarded the Meritorious Service Medal. His assignments included serving as a military police platoon leader, a battalion intelligence officer, and a battalion executive officer. He later served in the U.S. Army Reserve.

After leaving active duty, Mr. Caldera attended Harvard University. He earned a law degree from Harvard Law School and an M.B.A. from Harvard Business School in 1987. He then entered private practice in the areas of corporate transactions and municipal finance at the firms of O'Melveny & Myers and Buchalter, Nemer, Fields and Younger. He later represented Los Angeles County in state and federal court as a Deputy County Counsel.

Mr. Caldera was born in El Paso, Texas, and was raised in Whittier, California. He and his wife, Eva Orlebeke Caldera, live in

Bethesda, Maryland, with their daughters, Allegra and Sophia.

USAREC web site changes

If you haven't visited the U.S. Army Recruiting web site at www.goarmy.com recently, you ought to return there to see some of the new items we've added.

1. Family Orientation Pamphlet (USAREC Pam 608-2), <http://www.goarmy.com/family/index.htm>. This pamphlet has information that will help the soldier and family make the transition to the USAREC environment. See this link at the bottom of our Recruiting HQ page.

2. Worldwide Relocation Program, <http://www.dmdc.osd.mil/sites>. We are linked to this site which can assist anyone in getting information (e.g. local community, education, services, etc.) about DoD installations. This link is also at the bottom of our Recruiting HQ page.

3. Planning for Life Program Guidebook, <http://www.goarmy.com/plan4lif/index.htm>. This guidebook provides information on how to develop or improve existing career planning programs. It also explains how a school can submit an application packet for possible recognition at the state and national level. This link is on our Take Charge page.

4. The Armed Services Vocational Aptitude Battery-ASVAB Guidebook and practice test, <http://www.goarmy.com/asvab/index.htm>. The guidebook is designed to answer common questions students and their parents have about the program. The practice test is an interactive test designed to give the user a sample of the kinds of questions that are contained in the ASVAB. This link is found at the bottom of our education page on the Army tour.

Questions? Contact MAJ Mike Shepherd at 1-800-223-3735, ext. 6-0143.

Headgear again

The staff of the *Recruiter Journal* has answered several comments about recruiters' not appearing in "proper uniform" in the photographs that appear in these pages. While the *RJ* staff cannot defend all violators of the uniform regulation, please understand that public affairs guidance recommends that soldiers remove their headgear for publicity photographs, the better to identify the soldier to the audience. This guidance does *not* authorize soldiers to not wear their headgear in other circumstances.

Retired Reserve pay on the right track

WASHINGTON (Army News Service) — The Army Reserve Personnel Command in St. Louis has redesigned procedures for processing reserve retired pay applications. AR-PERSCOM has taken immediate corrective actions to eliminate delays that some retiring reservists are experiencing in receiving their pay.

"We recognized that we needed to permanently correct the problem, said COL Timothy Cannon, director of the Personnel Actions and Services Directorate (PASD), "so we have redefined how we process retired pay applications."

Each step of the pay application process was mapped out, including mailing packets, screening them for accuracy, and making final pay certification. The command has been able to establish a procedure that allows analysts in PASD to focus on the actual certification of pay.

"Previously, analysts would also have to work at correcting points and verifying information," Cannon said. "Now these steps are completed before the packets reach the analysts."

The plan to improve production of retired pay applications, called Operation 60/30, is already showing positive results. In May 1998, PASD had approximately 2,280 applications on file from individuals over age 60, who were awaiting retirement pay. One month later, that number has been nearly cut in half under Operation 60/30, tripling production in previous months. As a result, the current number of retirees over age 60 waiting processing of their applications will be eliminated by September.

Instead of processing pay applications as they are received, PASD analysts now complete cases based on the individual's birth date. Additionally, any dispute over points or other inaccurate information in packets is handled by the directorate's Regional Support Teams and Customer Contact Office. Analysts are able to focus on certifying applications that are complete and accurate. As a result, the pay process has moved forward at a phenomenal rate.

"We needed to look at the soldier's expectations and work to meet them," Cannon said. Part of reorganizing the way retired pay applications are processed includes planning for the future, he said. The number of retirees reaching age 60 is expected to double by

2010, affecting the number of retired pay applications received at AR-PERSCOM. Operation 60/30 will help PASD take on this fast-growing number of retired pay applications.

Additional plans to improve the retired pay process include sending retired pay packets to individuals on their 58th birthday and modernizing the automated system used to track and establish this pay. Retirees can also call 1(800) 318-5298 for answers to questions about retired pay. Retirees can plan for this increase by:

- Completing and returning applications for retired pay as soon as they are received.
- Keeping AR-PERSCOM informed of a change of address.
- Getting retirement points squared away as soon as individuals stop drilling or earning other participation points.
- Visiting the AR-PERSCOM Personnel Actions and Services Directorate on the World Wide Web at www.army.mil/usar/ar-perscom/pasd.htm for answers to retired pay application questions.

Since 1996, AR-PERSCOM has undergone a complete transition, reviewing each aspect of its many functions and finding ways to improve service to its customers. For more information on Operation 60/30 and other key initiatives at AR-PERSCOM, contact the Public Affairs Office at (314) 592-0726/DSN 892-0726.

Green ID cards for Reserve/ Guard soldiers on the way

by SGT Jack Siemieniec

WASHINGTON (Army News Service) — Army officials took one step closer to a seamless Total Force last month when a ceremony formally recognized the demise of the red identification card for members of the Army Reserve and National Guard. Reserve component soldiers, effective June 1, now receive a green ID card as they enter the service or have a change in status.

The new cards are exactly the same as those issued to the active component, except they have "U.S. Army Reserve" printed in the upper right-hand corner, where active component soldiers have "U.S. Army Active." Soldiers can obtain the new cards at their Reserve or Guard center when they reenlist, are promoted or their cards otherwise expire. It is anticipated the complete phase-in of the program will take about five years.

According to US Total Army Personnel

Command officials, only Reserve and Guard retirees who have not reached age 60 and dependents will continue to receive the red card. Reserve component soldiers who come on active duty for more than 30 days will still receive an "Active" card, as they have in the past.

Increase in Montgomery GI Bill payments approved

American Forces Press Service

WASHINGTON — Veterans enrolled in the active duty or Reserve Component versions of the Montgomery GI Bill will see a 20 percent increase in monthly education payments beginning Oct. 1. The president signed the legislation June 9, approving the increase in benefits.

The benefit to full-time students will increase from \$439.85 monthly to \$528 for active duty enrollees with three years' service. Total payments for the 36-month maximum will increase from \$15,834 to \$19,008. The rate for enrollees with two years' service goes from \$357.38 monthly to \$429, or an increase from \$12,865.68 to \$15,444. Vietnam-era GI Bill enrollees who converted to the Montgomery GI Bill Active Duty Program will see their monthly rates increase to \$251, or to a maximum total of \$9,036.

Other veterans benefits improved under the law taking effect Oct. 1 include:

- A one-time allowance for disabled veterans needing modified controls or wheelchair lifts for an automobile increases to a maximum of \$8,000.
- A one-time specially adapted housing grant for disabled veterans who have lost, or lost the use of, both lower extremities increased to \$43,000.
- The special housing adaptation grant for veterans who are blind, or have lost or lost the use of both hands increases to \$8,250.
- A \$50 monthly increase in pensions paid to low income veterans in need of regular aid and attendance.

(From a Department of Veterans Affairs release) The law also repeals a 1990 law that permanently ended eligibility for dependency and indemnity compensation for a veteran's survivor who remarries. The pre-1990 policy will allow survivor benefits to be restored if the survivor's remarriage ends.

Editor's note: USAREC Recruiting Operations will publish implementation instructions as soon as DA guidance is available.



by MSG Raymonde E. Hall, Training Division

One of the greatest sources of stress for recruiters is the demand placed on their time. In the lives of busy people, no question is asked more often than where has the time gone.

Time doesn't leave the scene as the question suggests. It moves on at its normal rate and recruiters become painfully aware of their accomplishments being less than expected.

First of all, recruiters need to identify their personal time management tendencies and from that point look at the methods that will assist in taking charge of the day and your lives!

How do you use your time?

A good way to help you determine the efficiency of your current use of time is to analyze those activities that occupy your time. Spend time identifying your daily habits and patterns that you've developed. If you recognize your behaviors in any of the areas listed below, improve on those areas identified and you will increase your efficiency.

- Do you place easy tasks before hard ones?
- Do you place what you enjoy before what you do not enjoy?
- Do you place the things that you can do quickly before those that require a lot of time?
- Do you place scheduled events before the unscheduled ones?
- Do you respond to others' tasks before completing your own?
- Do you place things that are interesting to you before those that are mundane?

Do you wait until mission week before you really get moving?

Do you tackle small jobs before large jobs?

Let's say a recruiter takes a course on time management and still ends up having no time to do the things that lead to success. Just suppose a recruiter's reward is three hundred dollars for every High School Diploma Graduate, Test Score Category I-III-A Contract, who goes into the US Army or US Army Reserve. How much time would you spend engaged in idle conversation, or just sitting around doing nothing? Would you talk to anyone who isn't a solid prospect? If this offer was made to you, would you find the time to prospect in that specific market?

A goal and a reason

The reason for this is simple. This recruiter has a desirable goal and a reason to achieve it. The secret for making time to do things is finding out what motivates you. Recruiters must develop a real understanding of what is important in their lives, as well as what's unimportant.

Time commitments

Now that you have identified your time usage by means of behavioral patterns, you now must organize this knowledge into a useful format. Here are four questions that you can ask when analyzing your time commitments.

How important is this activity?

How urgent is this activity?

Do I have to do it or can I delegate it to someone?

What level of involvement is required from me?

**Important activities
produce a desired
result. Urgent
activities demand
attention.**

The next thing to decide is your activities — what's important and what's urgent. Important activities are those that produce a desired result, such as prospecting to achieve your assigned mission. Urgent are those activities that demand immediate attention and are usually a need expressed by someone. Delegation is the trust you exhibit in others to perform a task that was assigned to you. Involvement is the amount of interaction required by you as the task is being performed. All of these are necessary for you to effectively plan your activities and your time.

Time management skills

To plan and improve your time management skills several suggestions are provided below. It's not feasible to think that you can do them all, but incorporating as many of them as you can will help you to effectively accomplish your daily goals.

Spend time planning your day. Important activities are those that achieve desired results. Unimportant are those activities that don't accomplish anything. Make a list of all the things you want to accomplish today. We've all had the experience of missing an important action in our day because our memory let us down. Write it down! A word of caution, only make one list and get rid of all the little sticky notes.

Prioritize your list and accomplish as a minimum the first thing on your list because you have identified it as urgent and important.

If you have a lot to read create a reading file and schedule a time to read. Scan for the important issues and highlight them.

For tasks that require little time or thought, or can be done in 10 minutes or less, try combining them to accomplish more than one.

Do not sit and daydream about what could have been or what might be. If you need

reflection time, plan it!

Get organized by having a place to put your things and put your things in their place.

Too much of your time is spent looking for things which takes away from the time you have for doing things.

According to Pareto's law, 20 percent of your work produces 80 percent of your results. You need to analyze exactly what that critical 20 percent consists of.

Do not put tasks off to a later day when you have less time. Procrastination is a time killer!


A means for tracking actions and time

One of the best ways to manage your time is to keep track of time in your planning guide. The planning guide is not where you record events as they happen. It's where you plan actions and keep track of the time you spent accomplishing them. Schedule time in your day to do administrative tasks and other non-value added tasks. Make sure you reserve some time in your day just for yourself. This is when you can meditate, concentrate or reflect on important issues without others having access to your time.

Set long term objectives and break them down into yearly, monthly, weekly, and daily tasks.

Establish your long term objectives and then break them down into yearly, monthly, weekly and daily tasks. Set milestones and deadlines for yourself to accomplish your established goals and objectives. Deadlines force you out of procrastination and give you a feedback mechanism.

USAREC managers, from headquarters, recruiting stations and down to individual recruiters need to work on their time management skills. Recruiting is by nature a dynamic business that doesn't fit into the constraints of a time schedule. You must learn to master time instead of being mastered by it.

Learn to control time and reduce stress from your life. These suggestions will assist in the very difficult but crucial mission every recruiter has — to provide a quality force for America's Army. "PERSIST UNTIL YOU SUCCEED!" 

"Second thoughts" plague DEP Program

by Gary L. Bloomfield, Kansas
City A&PA

DEP loss is an absolute killer.

A recruiter spends countless hours on the phone and in person convincing an applicant that serving in the Army may be the best decision — but also the most difficult one — they have ever made. Though reluctant at first, that prospect finally "takes the plunge" and is now locked into the system, just waiting for a ship date.

The recruiter can now turn his attention to other prospects. Sure, he still has mandatory contact with that DEP member, but he can't afford to "waste" any extra time on him because that cuts into prospecting time.

Weeks go by with little contact between the two, then unexpectedly the DEP member decides he wants out. And there's a whole list of excuses to choose from, but most come under one general category, and that is "second thoughts."

Indecision is only human nature

We've all had second thoughts, especially when making difficult decisions such as getting married, buying a car or house, or re-enlisting. And we all had second thoughts when it was our turn to consider joining the Army.

Sometimes, unfortunately, those second thoughts occur a bit too late to backtrack. To avoid that situation, we try to weigh all the consequences

DEP members do, in fact, have second thoughts as they consider all the advice they've heard, both pro and con. What will ultimately sway their decision is whichever side has been the most convincing.

beforehand and, hopefully, make the correct decision. If, later on, we realize our mistake, we cut our losses as soon as possible, pick up the pieces and get back on course. This is simply human nature, and we've all done it at some time.

It's also human nature that every DEP member will have second thoughts about joining the Army. They all do.

More could be done

Understandably, DEP loss is of great concern to the Department of the Army, which means it better be of great concern to all subordinate leaders, from the USAREC commander down to the station commander level.

So what can the recruiter do to prevent "second thoughts" from stealing another DEP member? He's already done everything required — contact every two weeks, alternating between phone and face-to-face contact, mandatory DEP functions, etc. He's done all that's expected. But could that re-

cruiter have done more to keep that DEP member interested in joining the Army?

Yes, there is always something else that could have been done. And in looking back the recruiter painfully realizes he should have done more.

To understand how important that "something else" is, simply look at the situation from the DEP member's point of view.

Getting advice from all sides

Joining the Army is probably the first major decision that young man or woman has ever had to make. But it's not like going to college where they can come home on the weekends or during the holidays. And they can't simply drop out and get part of their tuition back.

And it's not like getting a job at the local factory, grocery store or gas station where they can simply quit at any time.

Joining the Army is a full-blown commitment:

- It's leaving home (which by itself can be a frightening experience for anyone who's never been away),
- It is leaving family (despite any differences of opinion, mom and dad have always been near and suddenly they won't be),
- It's becoming an adult (while friends and classmates are going off to college to become "party animals," or they're planning a sun and surf summer).

That's a lot for any young person to give up.

Unless others in the family or the area have already joined the Army and have good things to say about their experiences, that DEP member may be the first to cut those family and community bonds that have kept so many others like them from leaving.

They may be looked on as mavericks, rebels, or even traitors for deserting their family! Others, who have chosen to stay in the local community, will tell them every horror story about the Army, even making some up, hoping the DEP members will change their mind and "forget that Army nonsense."

Because this decision could affect the rest of their lives, it is constantly on their mind, and they are talking to everybody about it, trying to be reassured that they have made the right choice. Friends, relatives, school counselors, co-workers, and on and on are all giving DEP members advice about what to do. Some may be encouraging them to join the Army and take advantage of its many opportunities, but just as many others could be saying it would be the biggest mistake they could ever make...one they might regret for the rest of their lives.

This advice goes on everyday, from morning breakfast with their parents to riding the bus to school, from lunch break to after-school cruising, from dinner at home to a bed-time phone call from their sweetheart. And sometime amidst this barrage of advice are a few very brief phone calls from their recruiter, pep talks to make sure the DEP members haven't changed their mind.

But DEP members are, in fact, having second thoughts as they consider all the advice they've heard, both pro and con. What will ultimately sway their decision is whichever side has been the most convincing.

Is it the lone Army recruiter the DEP member has only seen or talked to for less than an hour during the past month? The recruiter "who doesn't really care about me and only cares about making his quota," or so DEP member thinks and has been told by others?

Or is it the friends and relatives that he talks to everyday, throughout the day, who have always before and are

now only looking out for their best interests?

When viewed from that perspective, it's amazing there aren't more DEP losses!

DEP members need reassurance

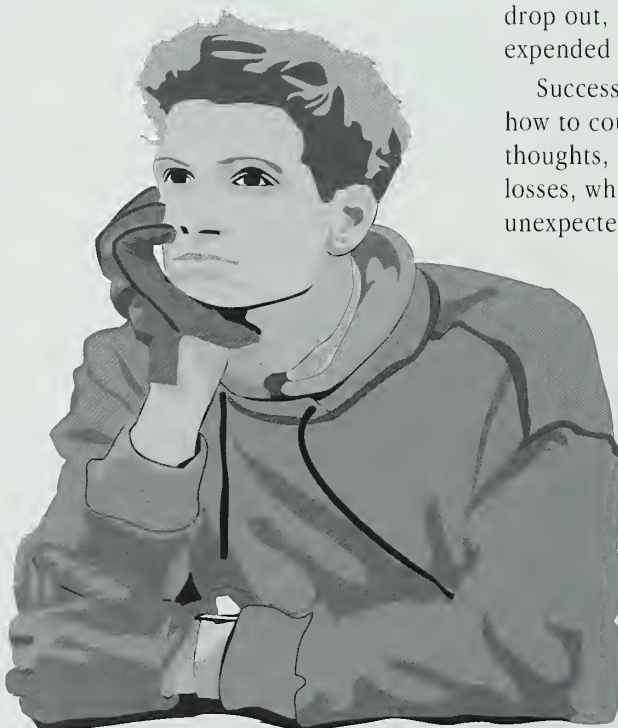
To offset the negative advice all DEP members receive, a recruiter needs to assure them they are making the right decision, AND the recruiter MUST do it more frequently than just "what is required."

Young men and women must be convinced that their recruiter really and sincerely cares about their future. DEP members must also be convinced and reassured that they are making the right decision. (It probably would be beneficial for the recruiter to also talk with parents, friends, or whoever else is in a DEP member's sphere of influence and who may be giving negative advice, convincing them that the Army isn't as bad as whatever they might have heard or experienced.)

Though it may take a little extra time and effort to reassure DEP members and keep them in the system, it surely beats all the hours wasted if they drop out, plus all of the extra time expended to recover those DEP losses.

Successful recruiters have learned how to counter the effects of second thoughts, thus minimizing DEP losses, while other recruiters who unexpectedly lose a few are left

explaining to their first sergeant and company commander whether or not they did all they could for each DEP member. Obviously the answer is no, they did not do enough. Successful recruiters have already learned that lesson.



DEP members



tell why they dropped out

By reading what some of the DEP members who've dropped out of the system have to say, recruiters can analyze where emphasis should be placed in the future to avoid further DEP losses.

USAREC has already lost an excessive amount of DEP members in recent months, but by re-directing their efforts, recruiters can hang on to those DEP members they've already worked so hard to get.

Following are random comments from former DEP members who explain why they dropped out of the program —

Recruiter Apathy

"From the very beginning, I sensed that my recruiter was rushing me into joining without really caring about my needs or interests.

"Ironically, he said my reason for quitting was 'apathy,' but that's the same feeling he conveyed towards me."

(This DEP member hit the floor during the final week of the month, when the tendency of a recruiter may be to "rush," in order to make mission.)

Overweight

"I wanted to join the Army. My recruiter and I knew I was overweight, but he said not to worry about it because I'd lose it all during basic training.

"But then when I got to the MEPS, they disqualified me for it. If my recruiter had warned me of that, I could have been dieting and exercising all along to get within the weight requirements."

(This DEP member is still pro-Army, but now he's taking courses at a community college and wants to wait until the semester's over to reconsider joining the Army. He is also dieting and exercising to lose weight.)

No Jobs Available

"My brother had joined the Army two years ago as a medic and loves his job, so I wanted to do the same, but the counselor said I wasn't qualified. My test scores weren't high enough.

"Then he showed me a list of jobs I had no desire for — mostly infantry or one of the other combat arms jobs — so I reluctantly picked one at first, but then my brother told me to get out before it was too late.

"Now an Air Force recruiter is trying to find something I want, in

the medical field, not something *nobody* wants in the Army."

Basic in the Wintertime

"I wanted to go to Basic in September or October, but my recruiter kept me hanging. First he said I'd go right after Thanksgiving last year, then it got pushed back to three days after Christmas.

"All my friends were home from college during the holidays, making plans for New Year's Eve, and I was packing my bags to ship out to Basic. When I heard there was snow where I'd be taking Basic I said forget it. Snow is for skiing and snowmobiling, not marching ten miles and pitching a tent."

Each of these former DEP members had a different reason for dropping out of the program, but in each case the recruiter played in major role in influencing them. Closer analysis may reveal that a little more positive reinforcement on the recruiter's part may have prevented these DEP losses and the countless others who have fallen by the wayside. 🪦

Catching knuckleballs may be easier than catching prospects



by Gary Bloomfield, *Kansas City Recruiting Battalion*

"Papillon" is the French word for butterfly. French-Canadian baseball catchers and pitchers also use the term to describe a knuckleball pitch, which dips and dives and does the hokey pokey in an effort to avoid being nabbed by an exasperated catcher.

High school and college students can be just as elusive to grab hold of and talk to. Athletics and extra-curricular activities, work and social commitments all require huge chunks

of their time, and little of that, except for the few hours they're sleeping, is spent at home, which is where recruiters call at all hours of the day trying to reach them.

Mitts and Pads

Baseball catchers use an extra-large mitt when a knuckleballer pitcher is on the mound. Yet even with the oversized glove a catcher still has trouble corralling a knuckler. One time the ball might drop at the last instant and nail the catcher on the inner thigh. The next time it'll take a hop and clunk him on the mask. By the end of the game the catcher will most certainly refuse to backstop a knuckleball pitcher.

Former Milwaukee Braves catcher Bob Uecker has even joked that the best way to catch a knuckleball is to wait until it stops rolling then simply pick it up.

Too bad recruiters can't follow that advice and wait for most high school students to slow down long enough to contact and talk to them.

Knuckleballs

So how do you catch a knuckleball? Waiting until it stops rolling is probably the least painful way, but the pitcher probably wouldn't appreciate it, especially with runners on base threatening to score.

With an oversized catcher's mitt, to keep from looking too foolish while preventing the ball from bouncing off various parts of the body

With extra padding shin guards, chest protectors, shoulder and elbow pads and face mask when the oversized catcher's mitt proves useless.

With anticipation. An experienced catcher has a knack for guessing lucky when it comes to catching knuckleballs.

And finally, with humility. A catcher can look awfully foolish trying to keep every knuckleball from dodging past him and bouncing all the way to the backstop. A lot of opposing runners can score easily if it happens too often in a game. And it'll be the catcher, not the cursed knuckleball pitcher, who'll take the blame for it, (although the pitcher's won/lost record will suffer also).

Students

So what assets and characteristics does a recruiter need to successfully find and talk to those elusive high school students he or she is expected to contact?

It takes just about the same tools and assets as catching a knuckleball: with patience and perseverance. Certainly recruiters keep a record of their calls to each student, but they should also note the time of each call maybe even the day of the week, and stagger those for each subsequent call. That prospect has to show up at home sometime.

If a family member answers the phone, ask them if the student you've been trying to reach is involved with sports (and if so, which one?) or works (if so, where?). Then the recruiter can stop by school at the end of football practice and buy the player a soda, or stop by the burger joint and make an appointment for when they get off.

Influencers

Recruiters certainly can't use an extra large catcher's mitt, but they can certainly develop a broader network of influencers in the community.

Principals, counselors, teachers and coaches are definities, but maybe ask the football coach if, for one practice, you can give the Army PT test to the team, to see how fit they really are.


Veterans groups can be powerful influencers. Members have all served in the military, they're proud of their service, and they're proud of their country. And don't erroneously think they're



all just a bunch of old war horses! Vietnam vets (with sons and daughters) and Desert Storm vets have joined the ranks of the VFW and American Legion. Even those older veterans – the WWII and Korean War ones – have grandsons and granddaughters they can put you in touch with. Many of these older veterans feel a little military discipline would do wonders for today's young people.

The mayor's office and chamber of commerce, police and fire departments can also be valuable allies.

Even the town barber is worth the better

luck than others, but by utilizing all of the tools they have available to them, (and not just going through works; by changing bad habits, such as taking several ten-minute smoke breaks every hour (which adds up to a lot of time not recruiting); by listening to and truly trying out the suggestions from recruiter trainers and successful recruiters, it is possible to nab those elusive students, talk with them about the great programs the Army has to offer and turn them into new soldiers. 

The Value of Leads

by CPT Michelle L. Martin
USAREC A&PA

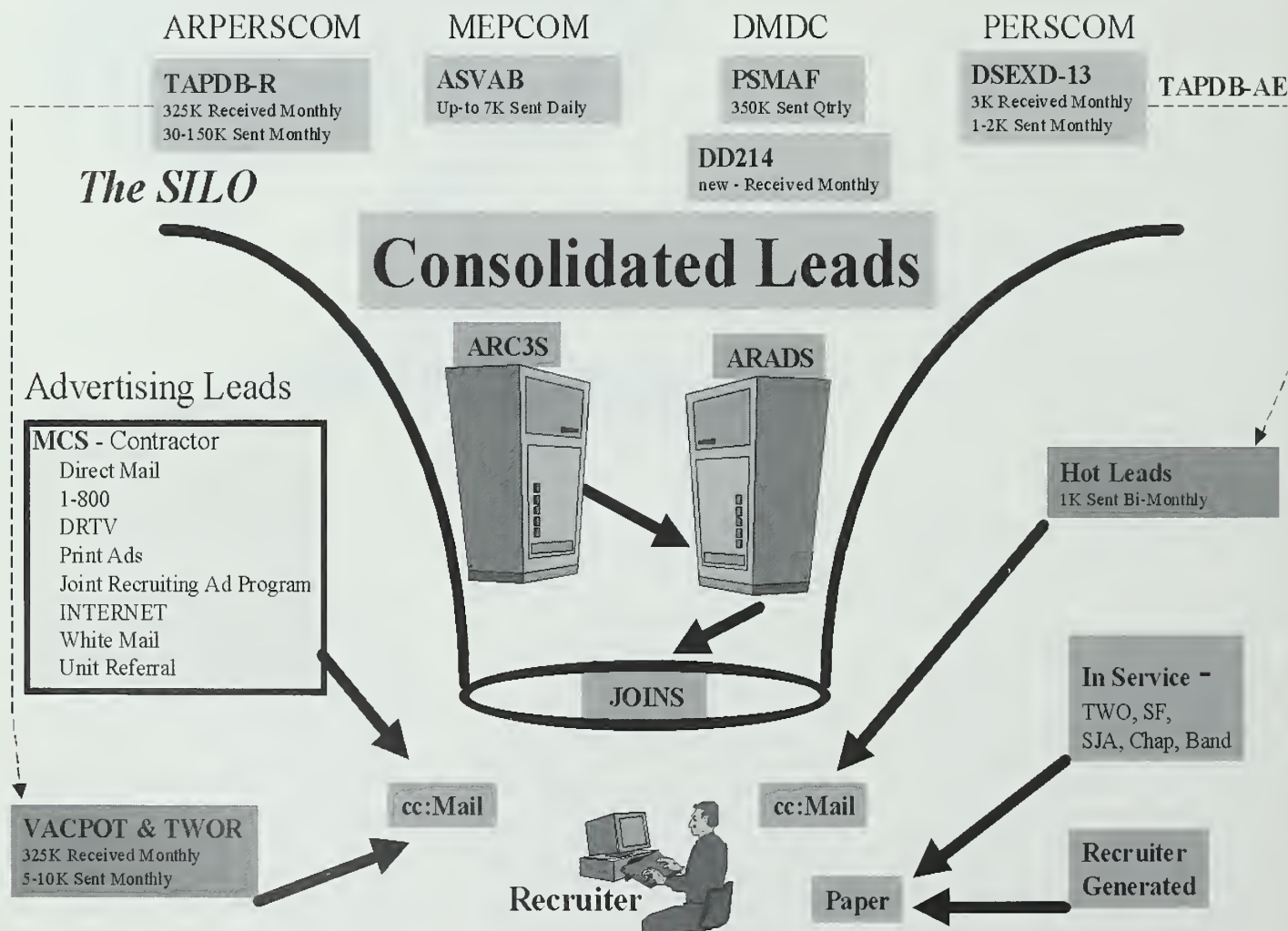
Research provided by
CPT Rich Whitaker, USAREC
PAE

Any professional sales force would be green with envy if it saw the number of leads Recruiting Command generates each year. Yet evidence from leads analysis and field visits suggests we may often fail to see the value of leads this command generates through numerous initiatives. There are many misperceptions that contribute to this problem. This article seeks to address these misperceptions by explaining the multitude of sources from which

leads are generated and discuss recent research that validates the importance of leads.

The graphic below shows the variety of sources from which leads are obtained and how they are distributed to the field. The leads which are accountable through the Closed Loop Leads Evaluation and Distribution System (LEADS) are only those generated from advertising and processed by Marketing Communica-

Scope



tions Systems (MCS), the contracted lead distribution and fulfillment center. The remainder come from sources within PERSCOM, ARPERSCOM, MEPCOM, and the Defense Manpower Data Center (DMDC). While all leads are important, this article will discuss only advertising leads because they represent the largest percentage of all leads and can be researched using closed loop data.

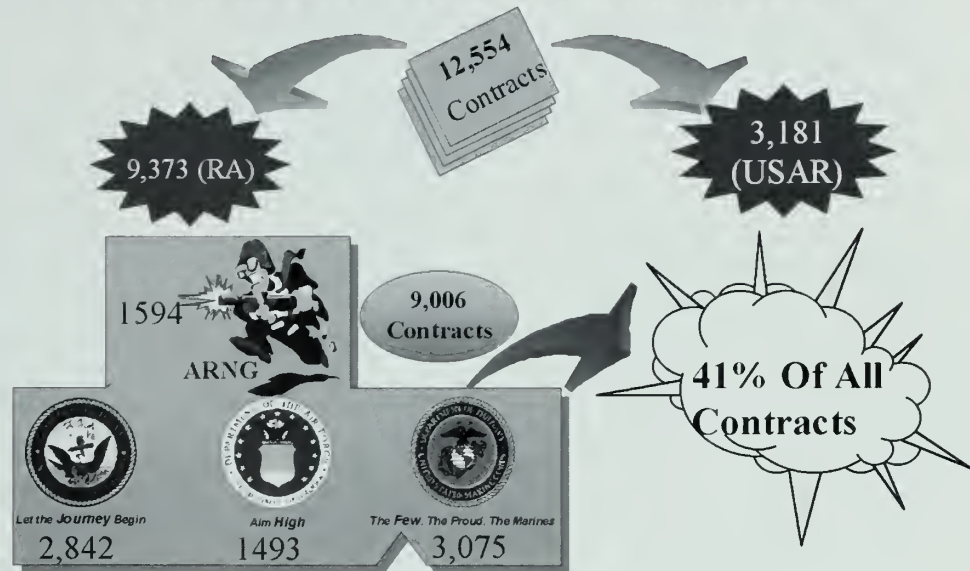
To ensure quality in our leads, they are subjected to a screening process before being distributed to the field. As a lead comes into MCS, it is screened for age and education qualifications and compared against a 30 day temporary suppression file which checks for duplicates. From the time a lead is received at MCS, to the time it is sent to a recruiting station is about 24 to 48 hours.

Keep in mind that this system is in no way foolproof. It can't screen out underage leads who lie about their age, and it can't screen out duplicate requests beyond the 30 day window. However, the system has been refined to a point where the quality of a lead is better than ever before. The Advertising and Public Affairs directorate, as well as MCS, continue to look for ways to improve the LEADS system as they prepare to develop enhancements for LEADS '99, due to be fielded in January 1999.

In an effort to determine the quality of our leads and track conversion rates for various advertising initiatives, CPT Rich Whitaker, of the Program Analysis and Evaluation (PAE) directorate, conducted extensive research on the leads for fiscal year 1997. His research yielded some very interesting statistics which appear to demonstrate the value of leads.

A comparison of the FY 97 LEADS database and the FY 97 MEPCOM contract database showed that out of 422,045 leads produced during the year, 21,560 of those individuals actually contracted. This appears to be good news. Lead

FY97 Lead to Contract Distribution...



production for FY 97 showed a 43 percent increase over FY 96. Unfortunately, where there is good news, there is often also bad news. The first piece of bad news is that while lead production increased by 43 percent, the command's conversion rate to contracts went down from 3.3 to 3.0 percent. The second piece of bad news relates to the contracts written from the leads.

The illustration above shows that 41 percent of the contracts written from our leads in FY 97 went to services other than the Army. These statistics demonstrate one thing that is already known – prospects are shopping around. That's to be expected, but those 9,006 contracts for other services represent missed opportunities for the Army. This research shows that our leads are not just responding to receive a free premium. They are truly interested in hearing what the Army has to offer. If follow up on a request for information is delayed, prospects will look at another service.

The overall conversion rate from lead to contract for the Army is about 3 percent. However, conversion rates vary greatly based on the lead source. The chart on page 16 shows conversion rates for each of the various lead

sources during FY 97. Unit referrals, as expected, convert at the highest rate. Interestingly though, the Internet is quickly becoming a viable lead source with a high return rate.

The top five lead sources for conversion rates have no premiums offered to individuals who respond. This statistic also helps refute the perception that individuals only respond to get free items. Pure interest and a desire to get additional information is what drives 40 percent of our leads to respond. Even though direct mail leads convert at a lower rate and have a premium attached, they are still very valuable and can produce contracts at about the same conversion rate as our overall figure and with a higher volume.

The LEADS system must be taken seriously. The Direct Marketing Branch strives to generate as many leads as possible for recruiters. Likewise recruiters need to have faith in the leads and follow up on them. Working leads is one way to affect mission immediately. If we had converted just a fraction of those contracts lost to other services in FY 97, we could have potentially had fewer problems making mission. The same can probably be said for this

FY 97 Leads-to-Contracts

year. There is still time to overcome the misperceptions of the past. Make the most of your leads this year, and every year after, to help you make mission. Work them as hard as you can.

The research presented in this article is just a beginning. The A&PA and PAE directorates are working together to use this research as a starting point in determining where leads come from, why people respond the way they do to certain messages, and how more high quality leads can be generated.


The map below shows how FY 97 leads were distributed at the battalion level throughout the command. The map has been normalized based on the population of our target audience in the battalion areas. The areas shown in the lightest color received a representative number of leads based on the possible population of prospects. Areas in the darkest color received very few leads considering the target population available. Using this research and the lifestyle segmentation research available through PAE, we are now able to tailor the direct mail program to areas that show the greatest propensity for response. Likewise, areas with extremely low historical response rates can be removed from the mailings.

Applying lifestyle segmentation to the direct mail plan makes absolute sense. It allows the command to take the money which would have been spent mailing to low propensity audiences and use it to conduct follow up mailings to our high propensity audiences. Future research may even allow us to tailor our message based on the geographic location to which the mail is being sent.

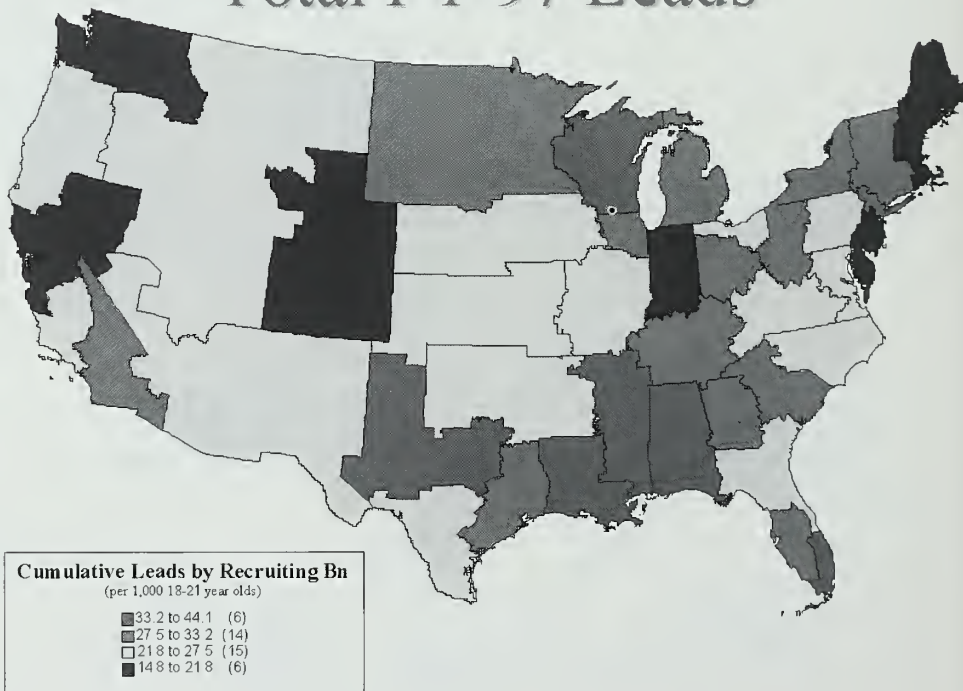
The statistics presented in this article do not make a very pretty picture, but they provide the ammunition needed to fight faulty perceptions about the value of leads. They also provide a starting point for improving the way we do business. The Advertis-

<u>Lead Source</u>	<u>Leads</u>	<u>Contracts</u>	<u>Conversion</u>
Unit Referral	3,876	365	9.4%
Internet	11,342	852	7.5%
1-800	38,377	1,597	4.2%
JRAP	24,972	922	3.7%
DRTV	24,247	835	3.4%
Direct Mail	254,232	7,319	2.8%
Special Events	42,689	542	1.3%
Print Ads	11,557	74	.6%
White Mail	10,435	48	.4%
Hip Pocket	18	-0-	N/A
Totals	422,045	12,554	3.0%

ing and Public Affairs directorate is working to improve direct marketing support for the field through better targeting and more high quality lead generation. Yet these efforts will go to waste unless perceptions change and the value and importance of the leads is realized.

If you have questions about the research discussed in this article or would like a copy of the complete briefing slide packet, you may contact CPT Martin through electronic mail or by phone at (502) 626-0147. 

Total FY 97 Leads



The Way I See It

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are *not* required.

Dear Chief of Staff:

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army Recruiting

Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KY 40121-2726

OFFICIAL BUSINESS



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL

FIRST-CLASS MAIL PERMIT NO. 600 FORT KNOX KY

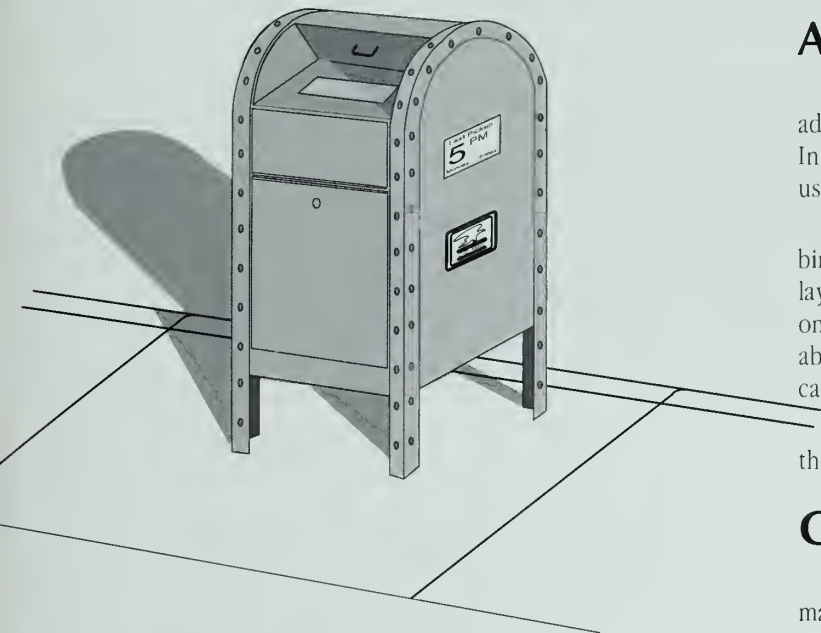
POSTAGE WILL BE PAID BY ADDRESSEE

ATTN: RCCS (CHIEF OF STAFF)
COMMANDER
US ARMY RECRUITING COMMAND
1307 3RD AVE
FORT KNOX KY 40121-9972



Fold here first

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately three weeks from receipt.



A recruiter writes:

I'm wondering what's happening with Active Guard Reserve soldiers being placed in leadership positions. It's my understanding that the law was changed to allow this to happen, but our leadership quashed the idea.

Now that we've had a senior leadership change perhaps we can attain a more equal footing with our regular Army compatriots.

Chief of Staff responds:

This is in reply to your question on why Active Guard Reserve (AGR) soldiers are not authorized to move into leadership positions within the US Army Recruiting Command (USAREC).

This issue of leadership positions has been worked on and off for the past 10 years. The problem has not been so much as how the law is written, but how it has been interpreted. Office of the Judge Advocate General (OTJAG) opinion has consistently held that an AGR cannot supervise an active component soldier.

In May 1998, USAREC forwarded a request to the Department of the Army to change the legislation's wording, which is the cause for the past OTJAG's opinion. USAREC's senior Army Reserve advisor sees this issue as a priority.

I want to thank you for taking the time to raise this issue in the *Recruiter Journal's* "The Way I See It" program.

I hope that I have answered your question on this issue. Point of contact for this headquarters is Mr. Michael Kuzma DSN 536-0439 or commercial (502) 626-0439.

A recruiter writes:

Army recruiting posters are put up with the station's address stamped on it or the local recruiter's address label. Interested individuals who want to take down the information usually don't have pen and paper with them.

My suggestion calls for 30 business cards, glue, and a large binder clip. Neatly stack the cards face down and smear a thin layer of glue at the top edge of the cards. Put the binder clip on the glued edges so the cards are tightly pressed together. In about 30 minutes you will have a nice set of tear off business cards that can be fastened to the poster.

Interested people will have a business card to take with them and prompt a better response.

Chief of Staff responds:

I appreciate your ideas about improving our recruiting materials. We're always seeking input from the field, and we try to address those concerns in our future products.

Your idea for improving the Army recruiting posters by adding tear-off business cards is innovative and extremely useful. We will certainly consider this concept for inclusion in future posters and collateral recruiting products. In the meantime, we will publish your idea in the *Recruiter Journal* so that other field recruiters can benefit from this suggestion.



Respondents who include their phone numbers will receive a phone call within 48 hours of receipt.

Planning for Life

A fifth year of excellence

*by Bill Kunisch, Recruiting
Operations Education Division*

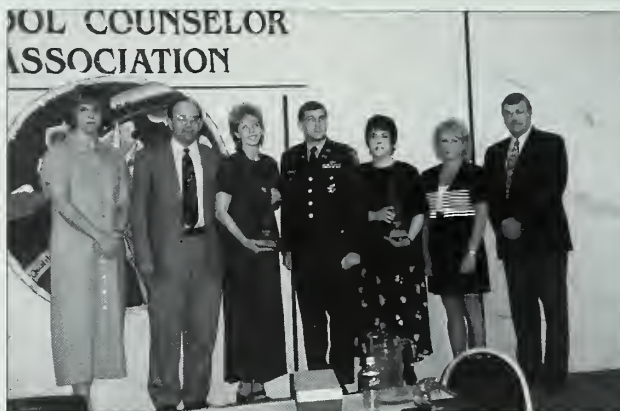
USAREC's fifth annual Planning for Life Award was shared by two schools with exemplary career planning programs.

On June 28, at the annual American School Counselor Association (ASCA) conference in San Antonio, Texas, COL David Slotwinski, 5th Recruiting Brigade commander, recognized Deuel School District, Clear Lake, S.D., and Provo Senior High School, Provo, Utah, for their outstanding programs.

The Planning for Life program was developed in 1993 to recognize outstanding career planning programs and to draw attention to the important role that career planning must play in the life of all Americans. This year, these two nationally recognized programs were selected because they both promote comprehensive career planning for all students, while demonstrating extraordinary collaboration among students, parents, school, community, and business.

Deuel School District serves 700 students in grades K-12. With few district funds and a grant from the School-to-Work program, Deuel has implemented a system-wide approach to career education.

In presenting the Planning for Life award to Deuel School District personnel, Slotwinski said, "Evidence of the program's strength lies in the multitude of activities occurring at all grade levels. The program continues to expand and grow each year as students become more knowledgeable about career education and the staff becomes more comfortable with the infusion of career education into the curriculum."



*Award winners flank
COL Slotwinski; from
left, Judy Petersen,
Bruce Evans, and Dawn
Kay from Provo, Utah;
Deborah Petrick, Linda
Goodroad, and Gary
Skoglund of Deuel
School District in Clear
Lake, S.D.*

*(Photo by 5th Brigade
A&PA)*

In accepting the award for Deuel School District, Deborah Petrick, school counselor, commended the Army Recruiting Command for choosing to honor schools in this way.

"It is crucial that our schools rise to the challenge and better prepare our students to work in an ever-changing world," she emphasized. "The Planning for Life program encourages schools to meet the challenges by implementing exemplary career guidance programs for their students. The purpose of Deuel School District's career guidance program was to show that many career guidance activities can be infused into the existing curriculum and not merely be an add-on or another thing to teach."

Slotwinski then recognized Provo Senior High School's program as a cooperative effort between the school's 1,950 students, their families, business and community members. Describing the program, he said, "Each student is required to attend the educational and occupational planning class. Students then, with the input from parents, teachers and counselors, select a planning education career pathway. Students use selected career planning materials to plan their pathway and course sequence while in high school."

Dawn Kay, Provo Senior High School counselor, was equally hon-

ored. "We are pleased to receive this award that underscores the importance of planning for life for our students. Provo High has developed programs that are designed to help students make better use of their high school education. Our goal is to see that every student leaves high school with job-ready skills and experience or fully prepared for additional education or both."

During the ASCA Conference, the two winning schools also had the opportunity to present the highlights of their programs to interested individuals. The session, though held late in the day, was well attended and most left with some new ideas to improve their own career planning programs.

The success of Planning for Life over its first five years strengthens the Army Recruiting Command's partnership with schools. Having recognized schools both at the national and state level, USAREC underscores the importance of career planning as a life-long necessity and, in doing so, we are improving the future of America and its young people.

Planning for Life is a component of the "Take Charge!" program that encourages students to stay in school, stay off drugs, and plan for life. It also underscores the Army's motto: "Be All You Can Be."

PLANNING FOR LIFE STATE WINNERS

ARIZONA

Mountain Pointe High School
4201 East Knox Road
Phoenix, AZ 85044
POC: Cheri Mabbitt
602-759-8449

CALIFORNIA

San Diego City Schools
1775 Chatsworth Blvd
San Diego, CA 92107
POC: Robert Atterbury
916-657-3447

CONNECTICUT

Lyme-Old Lyme High School
69-1 Lyme Street
Old Lyme, CT 06371
POC: Joanne Hedwall
860-434-1651

Montville High School
Old Colchester Road
Oakdale, CT 06370
POC: Scott Hamilton
860-848-1285

FLORIDA

Broward County Public Schools
600 SE Third Avenue
Fort Lauderdale, FL 33301
POC: Betty Talley
954-768-8971

Volusia/Flagler Career Connection
729 Loomis Avenue
Daytona Beach, FL 32114
POC: Lisa Guess
904-255-6475, ext. 2219

IDAHO

Kuna Career Guidance Program
Kuna High School
1360 Boise Street
Kuna, ID 83634
POC: DebAnn Rippey
208-922-1002

INDIANA

Pike High School
6701 Zionsville Road
Indianapolis, IN 46268
POC: James MacGregor
317-216-2623

MARYLAND

Baltimore County Public Schools
6901 Charles Street
Towson, MD 21204
POC: Rowland Savage
410-887-4194

Talbot County Public Schools
PO Box 1029
Easton, MD 21601
POC: Audrey Gunn
410-822-4180

MICHIGAN

Sanilac Career Center
175 East Aitken Road
Peck, MI 48466
POC: Eric Wild
810-648-4700

MISSOURI

J.A. Rogers Academy of Liberal
Arts & Sciences
6400 East 23d Street
Kansas City, MO 64129
POC: Felix Withowicz
816-871-6286

Lincoln College Prep Academy
2012 East 23d Street
Kansas City, MO 64127
POC: Cheryl Corney
816-481-3539

Rolla Junior High School
1360 Soest Road
Rolla, MO 65401
POC: Rhoda Parker-Sachs
573-364-3014

NEBRASKA

David City Jr/Sr High School
750 D Street
David City, NE 68632
POC: Jerry Wiggins
402-367-4396

NEW HAMPSHIRE

Inter-Lakes Jr/Sr High School
1 Laker Lane
Meredith, NH 03253
POC: Carol Brook
603-279-4664

OHIO

Akron Public Schools
65 Steiner Avenue
Akron, OH 44301
POC: Dick Hoover
330-761-3157

OKLAHOMA

Clayton High School
Pine Street, PO Box 190
Clayton, OK 74536
POC: Linda Hairrell
918-569-7908

SOUTH CAROLINA

Alston Middle School
500 Bryan Street
Summerville, SC 29483
POC: Janet Hilton
803-873-3890

Lake City High School
652 Matthews Road
Lake City, SC 29560
POC: Lynda Hawkins
803-394-8529

SOUTH DAKOTA

Central High School
225 3d Avenue SE
PO Box 4203
Aberdeen, SD 57401
POC: Kimberly Klostergaard
605-626-7923

Deuel School
410 5th Street West
Clear Lake, SD 57226
POC: Deborah Petrick
605-874-2162

TEXAS

Abilene ISD
842 North Mockingbird
Abilene, TX 79603
POC: Jeri Pfeifer
915-671-4045

McAllen ISD
2000 North 23rd Street
McAllen, TX 78501
POC: Glenda McClendon
956-618-6098

Splendora High School
23411 FM 2090 West
Splendora, TX 77372
POC: Vicki Almstedt
281-689-8008

UTAH

Provo Senior High School
1125 North University Avenue
Provo, UT 84604
POC: Dawn Kay
801-373-6550-1-241#

WISCONSIN

Central High School
1801 Losey Blvd. South
LaCrosse, WI 54601
POC: Doris Skogstad
608-789-7900

Nathan Hale High School
11601 West Lincoln Avenue
West Allis, WI 53227
POC: Barbara Reisner
414-546-5590

It takes two

to jump in tandem

by Tom Tiernan, USAREC
Promotional Program Manager

"I think he's a little nervous," the passenger joked as his instructor went over last-minute instructions.

If the instructor was nervous, it didn't show. His calm, steady voice portrayed nothing but confidence. After all, he'd done this hundreds of times before.

The passenger remained remarkably cool despite the fact he had never done this before. His good-natured joking, while hiding a tinge of nervousness, demonstrated his own comfort with and confidence in his instructor. Amazing. They'd known each other only a few hours and, yet, they had bonded. Despite their friendly banter, the passenger listened intently to each word. What the pair was about to do could have serious consequences.

To the casual observer, it was hard to tell the pair was about to jump from an airplane 12,500 feet above the earth, hooked to each other. They were about to make history, but they made it look easy.

On May 22, in the skies over San Antonio, local news anchor Randy Beamer became the first private citizen to make a tandem parachute jump



In the Golden Knights plane, Randy Beamer continues his pre-jump instruction while being filmed for his television station. Beamer is a news anchor in San Antonio. (Photos by Greg Calidonna)

with the US Army Parachute Team (USAPT), the "Golden Knights." Attached to SFC Shane Hollar, Beamer helped open a long-awaited chapter in the team's history.

The tandem jump orientation program is designed to increase public awareness of the Army by increasing media coverage of Golden Knights events and to provide recruiting battalions an opportunity to develop long-term relationships with members of the media and other centers of influence selected to participate in the program. Tandem passengers are nominated for the honor by the recruiting battalions hosting the event.

"The results of the first few jumps have been outstanding," stated MAJ Gay Cochran, chief of Local Advertising and Promotions in the Advertising and Public Affairs Directorate. "In San Antonio, the battalion had a great relationship with Randy Beamer. The station promoted the event on Thursday night when they showed video of the Golden Knights conducting their pre-jump training with Beamer. The station also covered the jump on all their Friday

evening newscasts. As part of his report on the jump, Beamer included interviews with the brigade and battalion commanders, which allowed us to get the recruiting message out."

Cochran reports that even in areas where the tandem jump was canceled due to weather, the recruiting battalions and the Army have still received increased and positive publicity.

"In Eau Claire, Wisc., the reporter spend about two minutes interviewing Sergeant First Class Hollar about the jump and the team. In Batavia, New York, the Syracuse Battalion had lined up the number one disc jockey in our target market to do the jump. The morning the event was scheduled he had the Rochester company commander on his show for an interview. Although his jump was canceled at the last minute due to high wind, he discussed his training and the positive experience he had with the team during his show on Monday," Cochran explained.

According to Cochran, the tandem jump program supports the recruiting effort in three ways.

"First, the media coverage increases Army awareness and in some cases

provides us a means to get our message out through the news media. Secondly, the increased media coverage generates interest in the air show or the event where the Golden Knights are appearing, which brings more people to our recruiting display. This allows our recruiters to talk to more prospects and centers of influence.

"Thirdly, the tandem jump allows the recruiting battalion to establish a long-term relationship with a member of the media or another person who can assist the recruiting effort."

Because tandem jumps are strictly regulated by the Federal Aviation Administration (FAA), not every battalion wishing to host a jump will be given the opportunity.

Tandem jumps may only be conducted at FAA-approved drop zones. For this reason, jumps are conducted at sites hosting air shows at which the Golden Knights team will perform and that are willing to support the jump. But the jump *cannot* be part of the air show itself. It can only be conducted during the media show, usually held on Fridays, the day before the air show. This also prevents tandem jumps from being conducted during recruiting support days.


The primary consideration for the team, according to their commander, LTC Dave Stahl, is safety. If the team doesn't feel they can land the passenger safely, the show site won't be considered for a jump. The emphasis on safety continues throughout the process; if at any point the tandem instructor feels he cannot conduct the jump without risking injury to the passenger or himself, the jump will be canceled.

In addition to conducting tandem jumps with local celebrities, the Golden Knights will also be taking national celebrities out of the plane

with them. These passengers will be selected by staff members at the Office of the Chief of Public Affairs at the Department of the Army.

The Golden Knights have been preparing to start the tandem jump program for more than two years. The team's instructors are highly trained and are certified by the US Parachute Association. The team was given a helping hand in its preparation this winter when the top recruiters from each brigade were given the opportunity to do their own tandem jumps with the team at Yuma Proving Ground, Ariz.

"The Navy and Air Force jet teams have been providing rides in their aircraft for local celebrities for years," Cochran said.

"These rides generated hundreds of extended stories for the Blue Angels and the Thunderbirds. Because the Golden Knights didn't have a similar program, the team did not draw the same amount of media interest and coverage. The tandem jump program changes all that." 

The Tandem Jump Program

As people learn about the tandem jump program, many confuse it with the jump made by former President George Bush on March 25, 1997.

During a tandem jump, the passenger is hooked to an experienced tandem instructor. The instructor is the only one wearing a parachute. When the team reaches the required altitude, the instructor deploys the chute and guides them safely to earth.

The former president made an accelerated free fall jump. Although two jumpmasters held him during free fall to stabilize his jump, he wore and deployed his own chute. As Bush pulled the cord, his two trainers let go. With some guidance from the drop zone, he guided his own chute to a nearly on-target landing.

Tandem passengers receive one to three hours of training. The former president received more than six hours of instruction.



Hollar and Beamer approach the landing site in the first celebrity tandem jump. Beamer's participation ensured local news coverage in San Antonio.

Working the crowd —

The Golden Knights at Elmendorf

Eighty thousand people showed up for the annual air show at Elmendorf Air Base, north of Anchorage, Alaska. If you estimate 12 percent of them to be in USAREC's target market, there were something like 9,600 potential prospects who attended the show.

That sounds like a pretty good reason for Army recruiters to work the crowd on a rainy Saturday in May. And at this event, they had a combat multiplier: the US Army Parachute Team, the "Golden Knights," dropped into the show twice and impressed the onlookers. After the first drop and repacking their chutes, the Knights went to the hangar where Army recruiters had set up equipment displays. There, with recruiters at their side, the Knights spoke with admirers and influencers, signing autographs and answering questions.

"We can't answer all their questions," said Golden Knight SGT Gregory J. Habermann. "That's why we'd rather work with recruiters. We can generate some interest, then turn over the good leads to the soldiers who can really help. Recruiters have the answers."

Anchorage Recruiting Company personnel borrowed equipment from Fort Richardson (which is adjacent to Elmendorf) and set up demonstrations with the Weaponeer. Anchorage North Recruiting Station commander SFC Gary A. Callister took photographs of anyone who wanted to pose with the Army equipment, which included a Howitzer and a .50 caliber machine gun. And of course, each person filled out a contact card so that the photos could be mailed to them later. Seven RA and USAR recruiters as well as the company commander and first sergeant took part in the all-day event.

The Golden Knights flew in the POW-MIA flag as well as the state flag

in their first group jump of the day. Since they jumped in the rain, they had to make arrangements to dry their chutes for their afternoon jump, then they worked their way back to the hangar, talking to attendees on the way. Once in the hangar, they positioned themselves at the Army booth and attracted a lot of attention. Soon a lengthy line formed to meet the Golden Knights, view the equipment, talk to soldiers and fill out leads cards.

"It will take somewhere between two weeks and 90 days for the leads to come back to us, but they will come. We do this every year, and this works for us," said SFC Tony L. Williams, acting first sergeant of the company, which is located on Fort Richardson.

And the leads come. A day at the air show netted SSG Lawrence E. Maly an appointment for later in the week. Maly had several previous contacts with this prospect, but the last piece of reinforcement came at the air show and the appointment was made.

"Anchorage is an Air Force town," according to Anchorage Company commander CPT Debra L. Yarbrough, "but we get about 45 percent of the market share. We work hard in the high school market.

"The way we do that is to really work our schools, doing presentations and TAIR events. We have a good number of Air Force dependents who join the Army because they know first-hand how slow Air Force promotions are. The quality of life, in terms of a paycheck, is definitely in the Army's favor up here. We are doing pretty well considering our limitations."

The limitations are considerable. Anchorage Company covers a lot of turf — 570,373.6 square miles, to be exact. While most of their contracts come from the three big local schools,


said station commander SFC James D. Killingbeck, recruiters from Wasilla RS have to go TDY to prospect and process in outlying areas, a bush plane ride to Cordova, Valdez and Glen Allen on the Matunaska-Susitna Peninsula, sometimes using snowmobiles instead of GOVs.

But recruiters in Alaska also profit from a key influencer in the area, MG Kenneth W. Simpson, USAREC commanding general 1993-1996, now commander of US Army Alaska. (COL Lyle Brook, former 6th Brigade deputy commander, was also a COI as the commander of the Arctic Brigade at Fort Richardson.) Yarbrough credits MG Simpson with emphasizing support to recruiting through his guidance to the brigade and battalions in his chain, and she says her company can get as much support as they ask for.

"I'd say the relationship [between Fort Richardson personnel and Army recruiters] has improved," Simpson said with a smile during his visit to the Army booth at Elmendorf.

For example, recruiters have been able to bring in four soldiers in the last two months to make school presentations, said SFC Richard Henning, Anchorage North RS.

"We've had two soldiers from the intelligence unit at Fort Richardson, as well as a couple of finance sergeants who talked to a high school accounting class," Henning said. "It helps when we can tell students that there are lots of jobs in the Army, not everyone's a 'grunt'."

"But the air show is great for us," Henning continued. "We pulled together a lot of stuff for give-aways, and we hope we will generate some interest with equipment the kids like. Then to have the Golden Knights here as well, this is great. The Knights are a real image thing for kids — they love that macho stuff. After this show, when we go back to the schools, they always ask us, 'Do you know those guys?' And after this show, we can all answer yes." 

Active Guard Reserve News

USAREC is responsible for fielding 1,358 Active Guard Reserve recruiters. Of this number, 90 percent are hired from the Reserve force.

Since the beginning of this fiscal year, the number of new tour packets currently being worked at USAREC has continued to drastically decrease. This continued shortage of applications directly influences the on-production strength of Active Guard Reserve recruiters and consequently affects the readiness of the Army Reserve.

The chart provides statistical data on the total applications processed, hired, and currently being worked on by each brigade for FY 98.

Currently the Active Guard Reserve Management Division has 26 applications processing in house.

The past statistics have shown that it takes approximately two applications to hire one Active Guard Reserve recruiter. Based on this theory, we must double our effort in order to attain our goal of 100 percent fill.

As the end of the fiscal year nears,

everyone in the chain of command must elevate the emphasis on Active Guard Reserve recruiter hiring. To ensure our continued success, we must aggressively pursue all available resources in order to maximize packet generation.

Where USAREC stands on Active Guard Reserve recruiters

BDE	Rcvd	Hired	% Hired	Pkts Working
1st Bde	27	16	59%	6
2d Bde	32	17	53%	10
3dBde	33	28	85%	3
5th Bde	31	20	64%	5
6th Bde	21	12	57%	2
FY 98 Totals	144	93	64%	26

Statistical data is based on the total applications processed, hired, and currently being worked on by each brigade.



USAR incentives update

The authorized Wartime Health Care Specialties with Critical Shortages to the Army Reserve that are eligible to participate in the incentive programs has been expanded. The following is a listing of the available incentives:

Health Professionals Loan Repayment Program (HPLRP) — \$3,000 a year not to exceed \$20,000.

Health Professional Bonus Program — \$10,000 a year for up to three years except for Critical Care Nursing Specialty which is \$3,000 a year for up to three years.

Specialized Training Assistance Program (STRAP) — Current monthly stipend is \$938.56 (effective 1 July 1998).

The opportunity for Army Nurse Corps personnel with less than a baccalaureate degree to receive the Specialized Training Assistance Program (STRAP) stipend will be phased out (effective 1 October 1998).

Refer to RECUSAR Messages 98-019 and 98-020 for additional information and a listing of the eligible specialties.

Educational Institutions

Health Care Recruiters need to set up the program calendar for each school and each mission category.

Health Care Recruiters should focus on meeting with Program and Financial Aid Directors to establish rapport. They should let each of them know what incentives are offered to come into the Active Army and Army Reserve.

Identify or get from each school any career day opportunities where the AMEDD Recruiters can present their programs. Luncheons can be scheduled with student organizations where AMEDD Recruiters can make a presentation directly to the students. Get with the Financial Assistance Office and set up HPSP and STRAP flyers. Most schools will add and mail them out for you.

Set up recruiter table days, guest speaker functions, and graduation and pinning dates to get a jump on funding. Try to make at least three more COIs.

Recommended reading

Important Message Traffic, USAREC Messages:

Message # 98-042 Subject: CG

Bonus points for over production RSM June-September

Message # 98-043 Part II Subject: Initial issue and use of the new DEP/DTP Welcome Kit

Message # 98-045 Part I Subject: Prohibited Activities with Applicants Part II: Interim Changes to USAREC Regulation 350-6

Message #98-046 Subject: Health Care Interview/Evaluation Instructions

RECUSAR Messages

Message #98-019 Subject: The Army Reserve Component Wartime Health Care Specialties Program Policy

Message #98-020 Subject: Clarification of RECUSAR Message #98-019

Message #98-021 Subject: SP1 Non-OSUT Ft. Benning Shippers (RECSTA 22 Jun 98)

Message #98-022 Part I Subject: Implementation of Montgomery GI Bill Kicker

Message #98-022 Part II Subject: Specialized Training for Army Reserve Readiness

Message #98-023 Subject: FY98 USAR Input To Training Control Measures (ITTCM) 

Down and dirty for a good cause

Story by SGT Bernard A. Hamblin, III,
Kansas City Advertising and Public Affairs

GRANDVIEW, Mo. — SFC

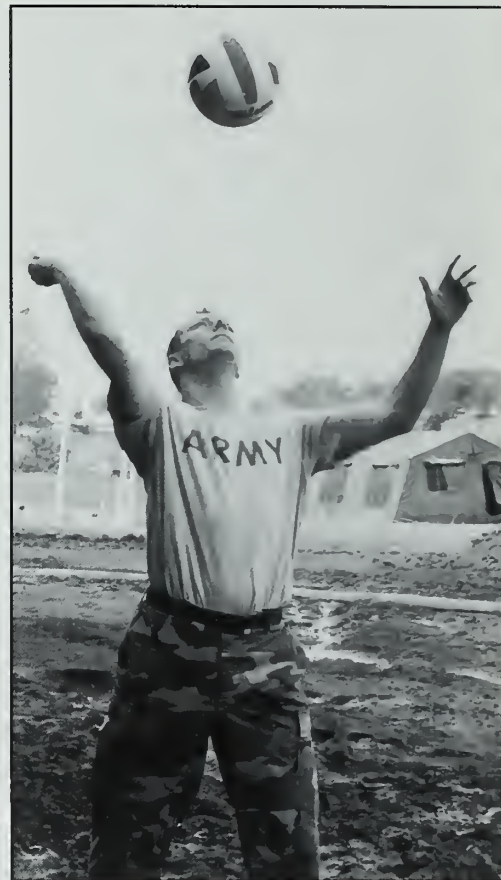
Patricia Mitchell scrambled up the front side of the first huge mound of mud and slid deftly down the back side into the first thigh-deep mud pit, aware that the remaining sloppy course would not be quite so easy. Mitchell and four Army recruiters from the Grandview Recruiting Station in south Kansas City, and Delayed Entry Program member Kyle Swope, got sopping wet and sloppy with mud at the annual Mud Mania. The recruiters and hundreds of other adults and teens supported Vision 2000/Youth With Vision, a youth leadership organization representing Western Missouri.

Located at Richards Gebaur Airport, Mud Mania is an all day funfest of mud volleyball and mud obstacle course competition. The volleyball portion was played in mud so deep, it often swallowed the recruiters' combat boots and stuck them in their places. Even sloppier was the obstacle course: with gigantic

mounds of mud that often seemed impassable; a 24-inch bellycrawl rope obstacle that fed all participants with mouthfuls of slop; and the murky chest-deep water pits, which allowed no one to emerge dry.

"When I first got there, I saw the course and thought to myself I don't want to do this. But I actually had a lot of fun," said SSG David Jackson, who was reluctant to tell how much mud he may have swallowed during the course of the day.

Close to 30 teams and countless spectators, both young and old, showed up to champion the event. No one from participant to spectator left without getting grubby, and none left without a smile in remembrance of the often-forgotten joy of playing and getting filthy. In addition, Army recruiters had more reason to celebrate, because they successfully displayed to all in attendance that soldiers are allowed to have fun while in the Army, and that they have a genuine concern for the welfare of teenagers in their communities. 🇺🇸



SGT Timothy J. Larsen, Grandview Recruiting Station, keeps his eye on the ball as he prepares to serve in the mud volleyball competition during the 1998 Kansas City Mud Mania. (Photo by SGT Bernard A. Hamblin III)



Grandview Recruiting Station recruiters Larsen (left), SSG Tony J. Majors (right), and SFC Roy J. Whittlesey (center) show the importance of teamwork at the Mud Mania. (Photo by SSG David W. Harrod)



SFC Patricia N. Mitchell, Grandview Recruiting Station takes the plunge into the water pit. (Photo by SSG Harrod)



Mitchell negotiates the low crawl. (Photo by SSG Harrod)



SFC Roy Whittlesey, Grandview Recruiting Station, emerges from the mud. (Photo by SSG Harrod)



SSG David C. Jackson, Grandview station (left) and Majors stop to catch their breath after climbing over the last mud mound obstacle. (Photo by SGT Hamblin)



Mitchell stops to catch her breath after completing the obstacle course. (Photo by SGT Hamblin)

Recruiters adopt Little League team

Story and photo by Barry Vorse, Pittsburgh Recruiting Battalion Advertising and Public Affairs

FOLLANSBEE, W. Va. —

Army recruiters from the Steubenville (Ohio) Recruiting Station have adopted a Little League baseball team.

The team, now appropriately called the Army Rangers, is managed by the station commander SFC Michael R. Barnes. When sponsorship money was needed before the start of baseball season, SGT Dominic A. Merritt paid the \$200 fee out of his own pocket.

In addition, SGT David L. Betts umpires two league games per week for free while other umpires earn \$15 a game. He feels it's a good way to be involved in the community and it's his way of giving back to the townspeople who have welcomed him as one of their own.

An Army banner hangs from

the park's home run fence. Barnes awards his players with a banana split if they hit a ball off the banner and two if they hit one over it.

"Follansbee is special to us. There is an Army tradition and acceptance here that we don't experience everywhere. The entire community has always been very friendly to us. The townspeople are receptive when they see us in uniform. I live in this town and I will as long as I'm in this area."

Barnes' 12-year-old son, William plays on the team. Like Barnes, Merritt is also a father. His son is five years old and a few years away from Little League.

"I decided that the team needed some help and since I was able, I was glad to do it," Merritt said.

"I hope when my son is a few years older and involved in some interest he really loves that there will be people who will help him and the other kids."

Despite the long hours put into recruiting and little time left for other interests, this trio has managed to figure out time schedules to help the team and the league. Practices, field set-up, and such are time-consuming.

"This is something that all of us get a great deal of enjoyment from," Barnes said. "At the same time we are helping local kids, we are able to get away from the office a bit and that always helps."

"I was so pleased but not surprised when I heard about SFC Barnes and his people helping out the baseball league in Follansbee," said CPT Phyllis Grace, commander of the Airport Recruiting Company.

"Our soldiers in Airport Company seem to get totally involved in their communities. I am very proud of SFC Barnes, SGT Merritt, and SGT Betts. And I'm also proud that, in our company, this is not an isolated community effort."



The Army Rangers, a Little League team in Follansbee, W. Va. has been adopted by the Steubenville Recruiting Station. Back row, left to right is SGT Dominic A. Merritt, SFC Michael R. Barnes, and SGT David L. Betts.

Take it to the airwaves

*Story and photo by Glenna Linville
Baltimore Advertising and Public Affairs*

BALTIMORE, Md. — The 1998 US Army Reserve Scholar Athlete Award program recently hit the pop, rock, and country music circuits. Take it to the Airwaves radio campaign was on the air May 1 through June 15.

This is the Baltimore Recruiting Battalion's first radio campaign to promote Scholar Athlete Award winners and their high schools. During the six-week campaign, 15 major radio stations in the Baltimore, Norfolk, Va. and Washington D.C. areas participated in Take it to the Airwaves.

Promotion materials for this public service announcement were mailed to 39 major radio stations. Of those, 15 stations agreed to promote local winners every night for the entire six-week campaign.

And promote they did! More than 220 high schools gave permission to release the names of 270 Scholar Athlete Award winners to the media. In some areas where participation was limited, the radio stations made multiple announcements on the air. Several stations promoted the Army Website in lieu of nightly announcements, while others did more.

WJFK Ravens Sports Radio (Baltimore) wanted to know more about the Scholar Athlete Award program. The station's announcer, Nick Drecchio, did a 10-minute interview of CPT Kailon G. Dickens, Baltimore Company commander. The taped interview aired June 11 during the station's nightly Stan the Fan show from 7-10 p.m.

"The Army believes that recognizing the positive accomplishments of today's youth and tomorrow's leaders makes good sense," said Dickens.



CPT Kailon G. Dickens, Baltimore Company commander, discusses the Army Reserve Scholar Athlete Program with WJFK announcer Nick Drecchio, Ravens Radio Network.

"Each year the Baltimore Recruiting Battalion sends out nomination packets to more than 425 local high schools in our recruiting area who conduct organized interscholastic or intramural athletic programs.

"Ideally, Army recruiters present the awards during the high school honors assemblies or at graduation ceremonies," said Dickens, as he answered general questions outlining the program, criteria for selection, and this year's response by the schools.

The Army was also part of Baltimore's contemporary hit radio station WXYV's nightly Bed Check — a show where listeners call in and dedicate songs to one another just to say good night.

Morrell awards recognize winning team — 5th AMEDD Detachment



(center) LTC Bradley E. Freeman, commander; award recipients are: 1SG Martin Stubeda, SFCs Jane Baskerville, Brett Burkardt, Carol Feldhaus, Russell Gordon, Shane Hodges, Alvin Honaker, David King, Robert Innes, Bruce Koch, Catherine Lopez, Don Majors, Timmy McMichael, Mark McMurray, Carey Schmidt, and Robert Tschudy. (US Army photo)

1. Failure to stop and render aid at the scene of an accident is what type of offense?
 - a. typical minor traffic offense
 - b. typical minor non-traffic offense
 - c. typical misdemeanor
 - d. typical felony offenses
2. The student ASVAB is administered in high schools to support the Department of Defense's Student Testing Program.
 - a. True
 - b. False
3. If an applicant suffers illness, injury or death, while at any Army or Army Reserve facility or MEPS for enlistment processing, the applicant and his survivors may be entitled to government benefits.
 - a. True
 - b. False
4. Prospecting from a student ASVAB list has the distinct advantage of providing recruiters with _____ before initial contact.
 - a. leads
 - b. qualified leads
 - c. mentally qualified leads
 - d. none of the above
5. COIs and VIPs will be filed in the Propect Data Record File System (PDRFS) in Division III of the Center of Influence — Very Important Person form (USAREC Fm 988).
 - a. True
 - b. False
6. Which regulation prohibits poaching?
 - a. USAREC Reg 601-56
 - b. USAREC Reg 611-4
 - c. USAREC Reg 715-1
 - d. USAREC Reg 600-22
7. Soldiers must maintain a daily record of expenses on the Claim for Reimbursement for Expenditures on Official Business (SF 1164).
 - a. True
 - b. False
8. In the case of a salesperson who delivers a perfect sales presentation, but misses the customer's buying signals and asks for the order at the wrong time or never asks at all, what is the correct action?
 - a. Listening to what the prospect says.
 - b. Using a trial close.
 - c. Always ask the prospect to enlist.
 - d. All the above.
9. Transfer of a DEP or DTP member must transpire no later than _____ days prior to the losing recruiter's departure.
 - a. 15
 - b. 30
 - c. 3
 - d. 7
10. By July 31st, what's the required percent for senior contacts?
 - a. 15 percent
 - b. 10 percent
 - c. 20 percent
 - d. 25 percent
11. What is the corrective action for salespersons who try to sell products without first determining exactly what the customer's goals and needs are?
 - a. trial close
 - b. listen
 - c. handle objections
 - d. rapport
12. Which is not a symptom of heat exhaustion?
 - a. urge to defecate
 - b. headache
 - c. dizziness
 - d. seizures
13. To treat a liquid chemical burn, flush the area with as much water or other nonflammable fluid as possible.
 - a. True
 - b. False
14. When reporting enemy information use the key word _____ to give a complete and accurate oral or written report.
 - a. stop
 - b. security
 - c. salute
 - d. sports
15. When given a loaded M16A1 or M16A2 rifle that's malfunctioned, you must perform immediate action using the acronym S-P-O-R-T-S.
 - a. True
 - b. False

(The answers to this month's Test can be found on the inside back cover.)

Only tennis players get tennis elbow . . . right?

Tennis players sometimes get painful “tennis elbow” for the same reason that workers end up with cumulative trauma disorder (CTD) caused by excessively repetitive and forceful exertion. Although the symptoms show up in the elbow, the source of the problem really arises from activity of the hand and wrist.

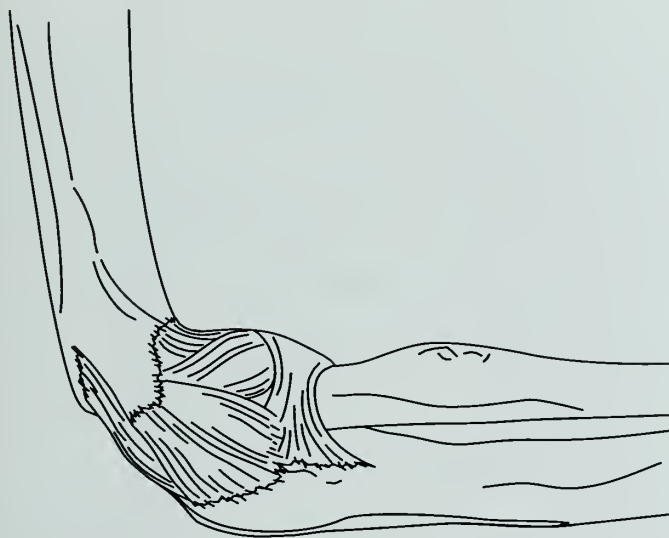


Diagram of the left elbow joint. Tennis elbow is caused by excessive repetitive and forceful exertion. The pain and soreness in the elbow is due to hand and wrist activity.

Then why don't they call it “tennis hand and wrist”?

The medical term for tennis elbow is lateral epicondylitis. With your fingertips feel for the bony prominences on either side of your elbow. You are feeling the epicondyles (bony prominences) of your humerus (upper arm bone). The one on the outside is the lateral epicondyle and the one on the inside is the medial epicondyle.

Now slide your hand down into the forearm muscles; make a fist and then open it. You'll feel the forearm muscles contract and relax. Tendons attach the muscles to the bones. At the elbow end, the tendons attach to the epicondyles. At the other end they attach to the wrist bones and fingers.

The suffix “itis” means inflammation. So lateral epicondylitis is an inflammation of the tendons of the forearm muscles at their attachment on the lateral epicondyle.

Thinking about playing a racquet sport, observe the backhand stroke in slow motion and you will get a visual picture of the action that can lead to tennis elbow. Here's the interesting point: most people who experience tennis elbow don't get it playing tennis. The inflammation often results from

repeated, high-force-level gripping of the hand, which is aggravated by a flexed wrist and an extended elbow position.

(Now, a good question would be: Is there such a thing as medial epicondylitis? There is, it's known as golfer's elbow.)

A classic CTD

True to the definition, the symptoms of tennis elbow appear gradually. The most common site of symptoms is over the lateral epicondyle, but some people may also have symptoms that show up in the forearm or hand. Symptoms include complaints of a general dull aching pain that can sharply increase in intensity to a burning/needle-like pain with gripping, lifting, or repeated hand and wrist movements.

Treatment options

Initial self-treatment plans are to:

- ☐ Apply ice to the area, which helps control swelling and pain.
- ☐ Limit the activity that initially brought on the symptoms.
- ☐ Gradually increase activity to restore the initial strength and function of the elbow, wrist and hand.

If the symptoms do not subside within a reasonable time (3 to 5 days) it may become necessary to seek medical attention.

Other treatment options include use of a tennis elbow band to relieve the pressure on the epicondyle. In more severe cases, prescription anti-inflammatory medications and steroid injections are used. As the last resort, treatment options include surgery where the tendons are lifted off the epicondyle and then reattached to promote healing.

Ergonomics changes

No matter what treatment is used, the critical prevention element is to identify and correct the root cause or source of the problem. Tasks and tools need to be analyzed and ergonomic changes made, especially the grip size of tools and the movements required, as well as possible changes to related equipment and the work environment.

Getting into the “swing” at work doesn't need to lead to conditions like tennis elbow.

— Reprinted from the Department of the Navy
ErgoNews, Vol. 1, No. 5, November 1996

MorellAwards

Recruiter Ring

Gold Badges

COLUMBIA

SSG Thomas E. Blakemore Jr.

DALLAS

SFC Lawrence Johnson Jr.

HOUSTON

SFC Valorie Ann Olson

MID-ATLANTIC

SSG Andrew Abrams

NEW ENGLAND

SFC Kevin M. Ruffing

SALT LAKE CITY

1SG Warren D. Swain

MSG Michael J. Cook

SFC Douglas D. Wine

HQ, USAREC

SFC Antonio S. DaRosa

1st AMEDD DETACHMENT

SFC David L. Yutz

ALBANY

SFC Johnny P. Caia

JACKSONVILLE

SFC Tonya Mosley

MID-ATLANTIC

SSG Derryn M. Knight

MILWAUKEE

SFC Michael H. Kreul

MINNEAPOLIS

SSG Michael C. Bushman

MONTGOMERY

SFC Nathaniel McEachin

SSG John Audaine

NEW YORK CITY

SFC London M. Dubois

SFC Aida I. R. Roberts

SSG Gene W. Zimmerman Jr.

OKLAHOMA CITY

SSG Shane M. James

SSG James D. Watson

PHOENIX

SSG Gregory Willingham

PORTLAND

SSG Carl L. Maxie

SAN ANTONIO

SSG Scott L. Killian

SEATTLE

SFC Wiley McLaurin

SOUTHERN CALIF.

SFC Kimberly Lemon

ST LOUIS

SFC Ronald E. Buskey

1ST AMEDD DETACHMENT

SFC Thomas R. Smith

ATLANTA

SSG Elijah Grant

BECKLEY

SSG Lenette M. Boozer

SSG Stephanie Dickinson

DES MOINES

SSG Curtis S. Hellings

HARRISBURG

SSG Melvin E. Mathews Jr.

SSG Tommy D. Overton

SSG Patrick J. Trevenen

HOUSTON

SFC Curry D. Pugh

SSG John M. Farris

INDIANAPOLIS

SFC Joe Williams

SSG Jeffery Johnson

SGT Marcus B. Carter

MID-ATLANTIC

SSG Randy W. Simmons

MINNEAPOLIS

SFC Bret A. Sample

SSG John A. Bohmer

MONTGOMERY

SFC Harvey Nelms

NASHVILLE

SGT Gerald A. Richardson

NEW ORLEANS

SFC Alexander C. Jordan

SGT David A. Mulkey

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RSM June 1998

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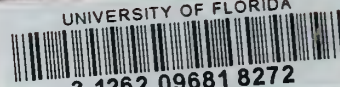
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“Close the Loop!”

Answers to the Test

- | | | |
|------------------------------------|------------------------------------|------------------------------------|
| 1. c, AR 601-210, para 4-22 (o) | 6. d, USAREC Reg 600-22 para 7a | 11. b, USAREC Pam 350-7, para 5-2b |
| 2. a, AR 601-210, para 5-11 (a) | 7. a, USAREC Reg 37-16, para 8 (2) | 12. d, STP-21-1, SMCT, page 490 |
| 3. a, AR 601-210, para 5-62 | 8. d, USAREC Pam 350-7, para 5-2d | 13. a, STP 21-1, SMCT, page 487 |
| 4. c, USAREC Reg 350-6, 3-9 | 9. d, USAREC Reg 601-95, para 2-16 | 14. c, STP 21-1, SMCT, page 15 |
| 5. b, USAREC Reg 350-6, Appendix F | 10. b, USAREC Reg 350-6, Table 3-1 | 15. a, STP 21-1, SMCT, page 118 |

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